



DISCOVERY

Pamela Mackenzie
05/05/2002

Personal Report

Foundation Chapter
Management Chapter



Personal Details

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Introduction

This Insights Discovery report is based on Pamela Mackenzie's responses to the Insights Preference Evaluator which was completed on 05/05/2002.

The origins of personality theory can be traced back to the fifth century BC, when Hippocrates identified four distinct energies exhibited by different people. The Insights System is built around the model of personality first identified by the Swiss psychologist Carl Gustav Jung. This model was published in his 1921 work "Psychological Types" and developed in subsequent writings. Jung's work on personality and preferences has since been adopted as the seminal work in understanding personality and has been the subject of study for thousands of researchers to the present day.

Using Jung's typology, this Insights Discovery report offers a framework for self-understanding and development. Research suggests that a good understanding of self, both strengths and weaknesses, enables individuals to develop effective strategies for interaction and can help them to better respond to the demands of their environment.

Generated from several hundred thousand permutations of statements, this report is unique. It reports statements which your Evaluator responses indicate may apply to you. Modify or delete any statement which does not apply, but only after checking with colleagues or friends to identify whether the statement may be a "blind spot" for you.

Use this report pro-actively. That is, identify the key areas in which you can develop and take action. Share the important aspects with friends and colleagues. Ask for feedback from them on areas which seem particularly relevant for you and develop an action plan for growth personally and interpersonally.



Overview

These statements provide a broad understanding of Pamela's work style. Use this section to gain a better understanding of her approaches to her activities, relationships and decisions.

Personal Style

Pamela's energy is given to the world in the service of others, and in an orderly, realistic and practical way. She tends to be disinterested in subjects for which she sees no practical application. She functions by the rule book and if procedures are changed, she may conclude she is being taken advantage of. She needs to take care to put forward her own accomplishments, otherwise she may be overlooked. She is concerned with schedule and system and appears to some to be a very private person.

Pamela is seen by others as pragmatic, dependable and able to get things done. Pamela systematically sets about achieving her scheduled goals on time in an efficient and effective manner. She is accurate and careful in the way she deals with the facts. She believes people should say what they mean and mean what they say. Written communications are most effective with her. She is a down-to-earth realist and prefers the company of others like herself who mirror her rather quiet and unassuming demeanour.

She tends to appreciate tradition and is interested in maintaining established rules and procedures. She is known for her patience and ability to conform. She likes to enjoy the current experience without feeling pressured to rush on to the next. Pamela will go to great lengths in order to fulfil her sense of responsibility and obligation. Pamela is neat and tidy and can happily absorb a large number of facts.

Her common-sense denotes a practical ability with people and things. She tends to believe that work is the greater good and that play has to be earned. She values her free time, which is used to "recharge" her batteries. She may find it hard to express her ideas as clearly or as concisely as she experiences them. She is at her best in work that involves people and task, where co-operation can be achieved through goodwill. Despite her matter-of-factness, she will sometimes experience a private reaction to something she senses is wrong and if she articulates this, it can come as a surprise to those around her.

She is easy-going and low key and may be prone to doubting her own ability. Pamela believes in doing everything the right way and her preoccupation with perfection makes her sensitive to errors or unfairness. Being allowed to gather a wider range of information to anticipate the future implications of her decisions increases her effectiveness in most situations. Pamela is dependable and responsible, with a high sense of duty. One of her outstanding traits is economy of effort.

Interacting with Others

Pamela is gentle, sympathetic, tactful and supportive of friends and colleagues. She sees through slick images and false presentations and is wary of being taken in by compliments or



praise. To guard against being manipulated she will be sensitive to indications of a hidden agenda. She is suspicious of what may be lurking beneath a smile. She will be willing to give help when it is genuinely needed, but only if it makes sense to her to do so. She may well have difficulty understanding others' needs if they differ widely from her own. She avoids interactions that will make her highly visible to others or where she has to perform or compete for attention.

She may encounter frustration or stress when others do not stick rigidly to schedules and plans. Her success often comes from others recognising her skills and placing higher value on her systematic qualities than she may do herself. Friendly in dealing with people, she does not take readily to “up-front” leadership. She is impatient with people who read between the lines and who focus on the unseen and the unverified. She would benefit from letting other people know of her needs and successes, rather than privately musing over what might have been.

She is loyal and gets on well with others without in any way pushing herself to do so. Pamela prefers a quiet environment and tends to gravitate towards workmates like herself. She tends to take a sceptical, critical attitude to information that has not been verified by the senses and is likely to distrust people who are careless about facts, sloppy about details, and who favour imagination or novelty over facts. Her inner reactions are seldom revealed, but behind the outward calm appearance, she looks at things in an intensely individualistic way. She needs to be aware of being taken advantage of by other people.

Decision Making

With her moderate, affable stance, Pamela is considerate, patient and willing to go along with those she considers friends. Non-judgemental and accepting of others' behaviour in a rather factual way, she notices things around her and will generally find the deeper meanings within most situations. She is usually aware of the need to comply with the established view. She may perceive certain creative thinking groups as frivolous and wasteful. She sees herself as realistic, practical and matter-of-fact, although others may not always see the practicality of some of her decisions.

She is observant of the small jobs that need to be done and will often offer to do them or just do them automatically. She will be swayed by guarantees and case histories. Pamela's decisions are usually consistent, practical and appropriate. Tending to be sceptical of new ideas if she doesn't see their practical application, she prefers to take time to consider the overall objective. Balancing correctness in decisions with the needs of others, she may seek to take time over issues which merit deeper thought, particularly where others she knows are involved.

She inevitably double-checks decisions imposed from outside, and excels at maintenance and quality control. With her focus on the reality of the situation, she trusts the evidence of her senses and relies on carefully accumulated past and present evidence to support her conclusions and future courses of action. She will support those she considers as friends but can feel rather pressured if made to act against what she considers as her better judgement. Pamela is a good mediator or peace keeper because she can agree while not being fully drawn to any one view. She has a tendency to separate out the different components of her life,



wanting predictability and preferring to know various options in advance.

Personal Notes













Key Strengths & Weaknesses

Strengths

This section identifies the key strengths which Pamela brings to the organisation. Pamela has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts she has to offer.

Pamela's key strengths:

-  Accuracy.
-  Practical work.
-  Adaptable in social situations.
-  Usually reads non-verbal signs effectively.
-  Practical in finding solutions.
-  Her word is her bond.
-  Focused and determined.
-  Consistent and trustworthy.
-  A steady provider.
-  Painstaking, conscientious, industrious and dependable.











Personal Notes

Key Strengths & Weaknesses

Possible Weaknesses

Jung said “wisdom accepts that all things have two sides”. It has also been said that a weakness is simply an overused strength. Pamela's responses to the Evaluator have suggested these areas as possible weaknesses.

Pamela's possible weaknesses:

-  May appear slow to make decisions.
-  Digs in her heels when feeling threatened.
-  Persistence and loyalty may delay decisive action.
-  May find it difficult to suggest more effective systems and procedures to others.
-  The tendency to focus upon past failures rather than significant successes.
-  May fail to respond adequately to “big picture” opportunities.
-  Finds it difficult to say “no” if relationships are being threatened.
-  Over-reliance on the tried and tested.
-  A lack of confidence in her own judgement, although that judgement is often correct.
-  Finds it difficult to respond to aggression positively.











Personal Notes



Value to the Team

Each person brings a unique set of gifts, attributes and expectations to the environment in which they operate. Add to this list any other experiences, skills or other attributes which Pamela brings, and make the most important items on the list available to other team members.

As a team member, Pamela:

-  Provides an anchor to reality.
-  Accepts responsibility for the task completion.
-  Undertakes routine tasks which others may wish to avoid.
-  Identifies the key elements of important situations.
-  Sees financial reward as proof of worth rather than as an end in itself.
-  Helps generate trust for the team.
-  Ensures accurate outcomes with her cautious style.
-  Organises facts and gathers information.
-  Critically perceptive with an eye for detail.
-  Will see a project through to conclusion.

Personal Notes















Communication

Effective Communications

Communication can only be effective if it is received and understood by the recipient. For each person certain communication strategies are more effective than others. This section identifies some of the key strategies which will lead to effective communication with Pamela. Identify the most important statements and make them available to colleagues.

Strategies for communicating with Pamela:

-  Always seek her willing co-operation.
-  Be seen to do what you say you will.
-  Deal with “here and now” projects.
-  Maintain a serious disposition.
-  Consider reconvening the meeting after she has had a chance to think about the issues.
-  Remember her quiet demeanour and ask for her views.
-  Remember to ask for her opinions of other systems and projects.
-  Remember that she may not be revealing her real underlying concerns.
-  Adopt a low key, positive approach.
-  Take the time to get to know her well.
-  Be honest, moderately paced, straightforward and open with her.
-  Be clear and concise, and concentrate on the task in hand.

Personal Notes















Communication

Barriers to Effective Communication

Certain strategies will be less effective when communicating with Pamela. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

When communicating with Pamela, DO NOT:

-  Upset or undermine the status quo.
-  Substitute rhetoric for accuracy.
-  Comment on her personal appearance.
-  Sweep aside her doubts without full consideration.
-  Set tight deadlines or force her to make an immediate decision.
-  Fail to respect her need for occasional isolation.
-  Use her quiet demeanour to seek to dominate or control.
-  Be oversensitive to her critical nature.
-  Pressure her or encroach on her free time.
-  Create a hostile environment devoid of feelings.
-  Assume that because you have “told it like it is”, this will make the slightest difference to the way that she does things.
-  Discuss peripheral matters unrelated to the task in hand.

Personal Notes



Possible Blind Spots

Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviours have on others. These less conscious behaviours are termed “Blind Spots”. Highlight the important statements in this section of which you are unaware and test them for validity by asking for feedback from friends or colleagues.

Pamela’s possible Blind Spots:

Because Pamela often chooses to be alone and single-minded in her efforts, she occasionally neglects to invite others to participate in any of her activities. She may rely so much on her logical, analytical thinking that she overlooks the people issues. She sets herself a lifestyle of discipline, structure, schedule and order, and leads best when she learns to keep her tendency to become frustrated and impatient with others in check. She has a “let's do it and not talk about it“ approach to work, which others may find difficult to handle. Pamela needs to try to become more aware of the talents, efforts and contributions of others and to more regularly offer compliments and praise for good performance.

She is something of a perfectionist, and can be hypersensitive to criticism of her work. Making many assessments privately, Pamela keeps the most important issues to herself, leaving others ignorant of what is going on. Because of her well developed tolerance of herself and other people, Pamela may appear detached and disinterested. Stubborn about change, she may resist changing a decision once it has been made. She is a private person who keeps an emotional distance from others and a physical distance when communicating.

She can be reserved and hard to get to know, only willing to share her inner feelings with people she trusts. Unless she has the complete plan she may experience tension or frustration. Because she is protective of her own view, she tends to over-regulate her system or process.

Personal Notes



Difficult Person

This section gives an overview of the kind of person Pamela is likely to have most difficulty understanding and dealing with. The description is based on Pamela's opposite Insights Type. Recognising these characteristics can help in developing strategies for personal growth and enhanced interpersonal effectiveness.

Recognising your Difficult Person:

Pamela's opposite Insights type is the Motivator, Jung's "Extraverted Intuitive" type.

Motivators have the ability to equally value results and people. They dislike detailed work but can do it to achieve a specific short-term objective. They enjoy assignments that they believe makes them look good. Pamela may often see them, however, as too optimistic about what they and other people can produce. Motivators may be difficult to manage. They are not natural administrators.

Pamela may perceive the Motivator as indiscreet and sometimes hasty. Motivators need a variety of activities and the opportunity of working in an environment with other people. They may become workaholics if not aware of their limits. Motivators often seek material dominance, social standing and status. They detest routine, detail and close supervision and can be devious or even chameleon-like when something or someone gets in their way.

Pamela will often sense a large ego in the Motivator and may wonder why the Motivator would much rather engage in brief, intellectual banter than conclude some task or spend some quiet time on their own. The Motivator may not remain totally committed to a schedule or project if a better or more exciting challenge appears. They can often neglect important preparations that they consider unnecessary.

Personal Notes









Difficult Person







Communication with Pamela's Difficult Person

Written specifically for Pamela, this section suggests some strategies she could use for effective interaction with her opposite type.

Pamela Mackenzie: How you can meet the needs of your Opposite Type:

-  Be tolerant of her need to switch topics without notice.
-  Keep conversations light and bright.
-  Acknowledge her flashes of creative brilliance.
-  Do not obstruct opportunities for her development.
-  Add to the challenge and opportunity regularly.
-  Share in and promote her ideas and visions.

Pamela Mackenzie: When dealing with your opposite type DO NOT:

-  Be negative or non-communicative.
-  Dampen her enthusiastic energy with negative inputs.
-  Create a hostile environment devoid of feelings.
-  Be obscure, obtuse or dogmatic.
-  Impose final judgements on her views and opinions.
-  Let her monopolise the conversation.











Personal Notes



Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Pamela's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

Pamela may benefit from:

-  Be more open about her feelings.
-  Saying “no” more frequently.
-  Stopping seeing useful techniques merely as gimmicks.
-  Assistance in embracing the new and eliminating the old.
-  Accepting that perfection can often be a destructive standard to aspire to.
-  Learning to delight in future possibilities.
-  Changing her perception of aggression being a weakness to that of an essential gift that is occasionally necessary to get things done.
-  Responding spontaneously and dramatically.
-  Setting goals outside of her comfort zone.
-  Demanding the same exacting standards of others that she sets herself.

Personal Notes













Management

Creating the Ideal Environment

People are generally most effective when provided with an environment which suits their preferences and style. It can be uncomfortable to work in an environment which does not. This section should be used to ensure a close match between Pamela's ideal environment and her current one and to identify any possible frustrations.

Pamela's Ideal Environment is one in which:

-  There is time for reflection and meditation.
-  In a low key way, she is continually encouraged to seek out fresh challenges.
-  There are clearly defined job descriptions.
-  Objectives and processes are the focus, rather than monitoring detail work.
-  Colleagues will state clearly what they mean.
-  She is able to constantly develop and extend her skills.
-  A comprehensive welfare policy is provided.
-  Long term security is available.
-  Time is carefully allocated to allow her to express her view.
-  Complex data can be assimilated into concise reports.











Personal Notes

Management

Managing Pamela

This section identifies some of the most important strategies in managing Pamela. Some of these needs can be met by Pamela herself and some may be met by her colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

Pamela needs:

-  Contact with people who understand that the relaxed, calm exterior is disguising a maelstrom of concerns and ambitions.
-  Access to sources of reference material relevant to the task.
-  Encouragement to think about broader issues and exercise more of her imagination when the opportunity arises.
-  To be able to use her one-to-one strengths in counselling or mentoring.
-  Encouragement for her to employ her rational strengths and abilities.
-  Help with monitoring her agreed deadlines.
-  To be a key player in a small but successful team.
-  To have issues discussed with logic, not emotion.
-  Opportunities and encouragement to meet and mix with more assertive and openly energetic people.
-  Respect for her desire to observe activities from a distance, and her preference not to become too directly involved in “team” activities.

Personal Notes













Management

Motivating Pamela

It has often been said that it is not possible to motivate anyone - only to provide the environment in which they will motivate themselves. Here are some suggestions which can help to provide motivation for Pamela. With her agreement, build the most important ones into her Performance Management System and Key Result Areas for maximum motivation.

Pamela is motivated by:

-  Working for a leader and a cause.
-  Safe opportunities to develop untried or previously suppressed skills.
-  Promises fulfilled.
-  A job well done.
-  Being part of the process of change, and being fully informed about changes which affect her.
-  A “key” role within a successful team.
-  Having her opinion sought on support services.
-  High standards being set and achieved.
-  Communication in writing to enable her to assimilate information.
-  Having access to all the information she needs.











Personal Notes



Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Pamela's natural management approach and offers clues to her management style, highlighting both gifts and possible hindrances that can be further explored.

In managing others, Pamela may tend to:

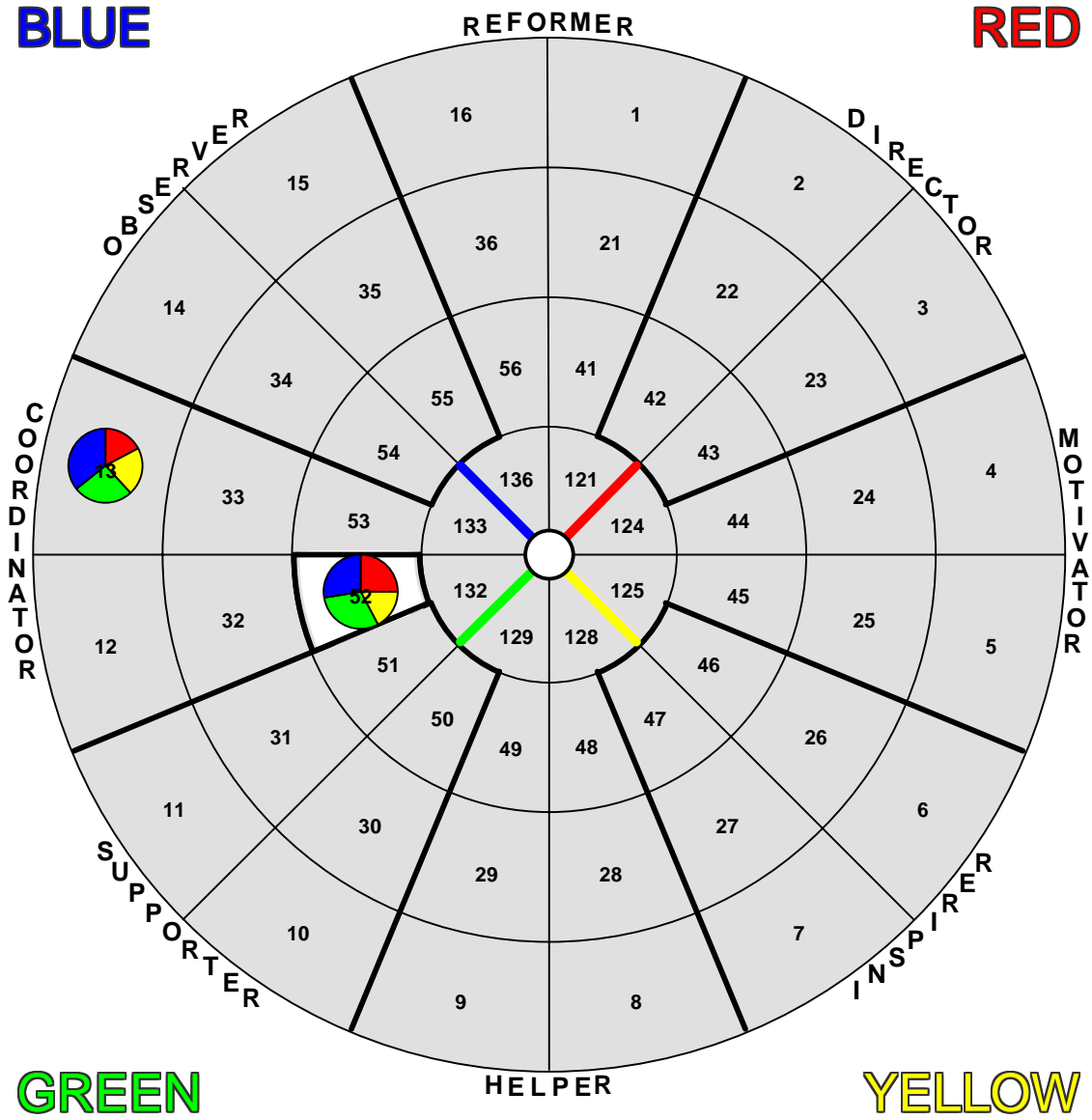
-  Procrastinate over disciplinary matters.
-  Be uncomfortable amongst clutter or chaos.
-  Feel frustrated if others ignore the rules or procedures.
-  Manage democratically, whilst attempting to convince those who do not agree with facts and objective discourse.
-  Be attached to rules and procedures for their own sake.
-  Be a little too generous and understanding when others fail to perform.
-  Be good at creating and monitoring project plans.
-  Frustrate others with her desire to do low-key, high quality work.
-  Understate her thanks for a job well done by another.
-  Believe that the success of the team and its individuals are a measure of her own success.

Personal Notes



The Insights Wheel

Pamela Mackenzie
05/05/2002



Conscious Wheel Position

52: Supporting Coordinator (Accommodating)

Personal (Less Conscious) Wheel Position

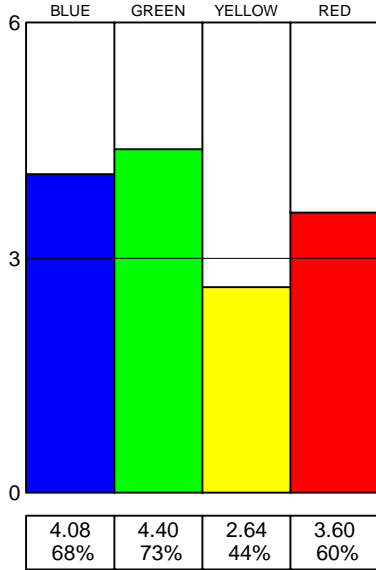
13: Observing Coordinator (Focused)



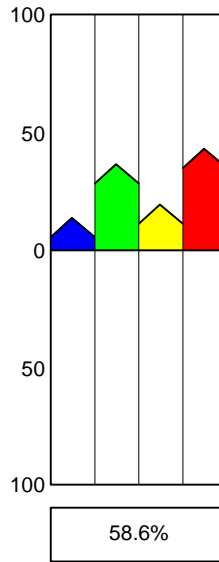
Insights Colour Dynamics

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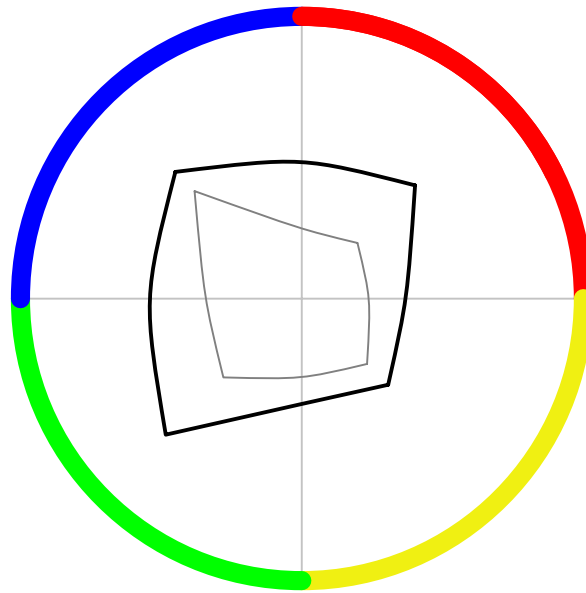
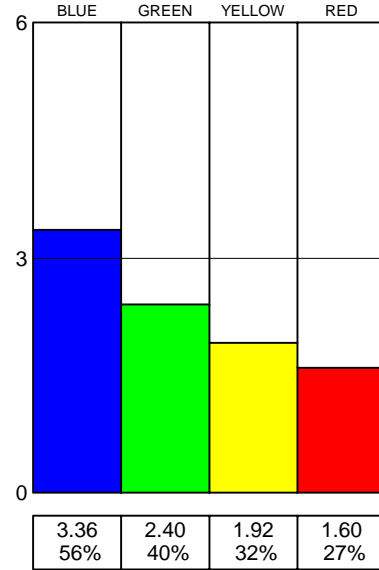
**Persona
(Conscious)**



**Preference
Flow**



**Persona
(Less Conscious)**



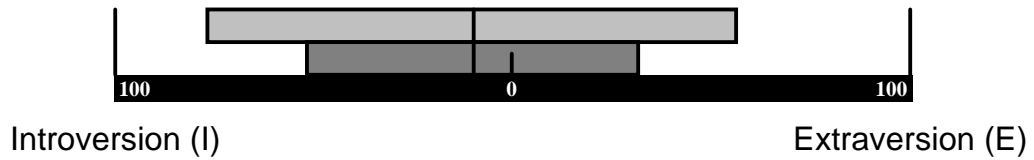
(Conscious) — — (Less Conscious)



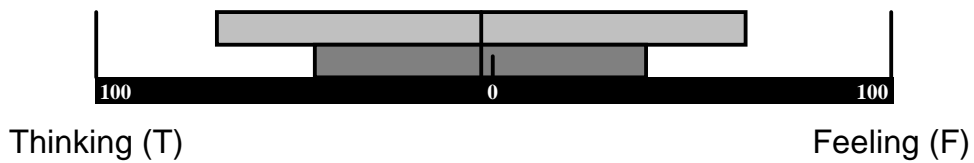
Jungian Preferences

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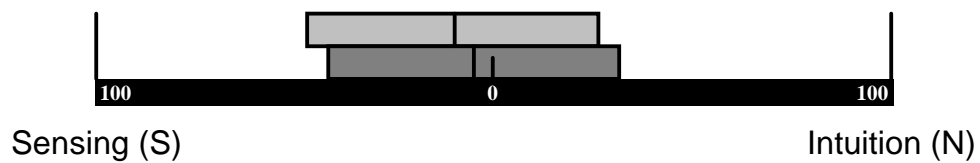
Attitude/Orientation:



Rational (Judging) Functions:



Irrational (Perceiving) Functions:



(Conscious) (Less Conscious)

